Innovative, Vibrant and Caring Community

Budget One
one city
one public
one purpose

– Cause & Effect Map

As a community, Bellevue values...

- A diverse community where there are opportunities for all generations to live well, work, and play.
- A community that is visionary and fosters creativity.
- A community that encourages civic engagement and is welcoming, supportive, and demonstrates caring for people through actions.
- A "City in a Park".
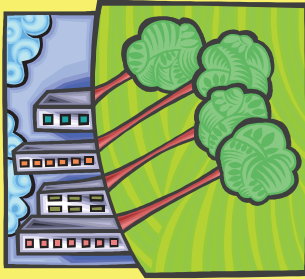
Factors:

Citizen Involvement

- Creating Public Interest
- Diversified Groups
- Outreach Strategies

Opportunities for Citizen Interaction

- Events
- Programs
- Public Places
- Private Places

Support Services

- Accessible and Affordable
- Programs for diverse citizenry
- Community Partnerships
- Outreach

Built Environment

- Safe and Well Maintained
- Housing and Community
- Facility Options
- Planning

Key Community Indicators:

- % of residents who agree that Bellevue fosters and supports a diverse community in which all have good opportunities to live well, work, and play.
- % of residents who view Bellevue as a visionary community in which creativity is fostered.
- % of residents who agree that the City promotes a community that encourages civic engagement.
- % of residents who agree that the City is a welcoming and supportive city that demonstrates caring for people through actions.
- % of residents who agree that Bellevue can rightly be called a "City in a Park".

Key Performance Indicators:

- % of human services programs meeting contract performance goals.
- % of program vacancies and/or # of programs with wait list.
- # residents served by human services contracting agencies.
- # of registrants for city recreation programs.
- Average frequency of park usage by Bellevue residents.
- Volunteering in the community as measured in city and partner agencies.
- % of residents satisfied with job city is doing planning for the future.

The 2015-2016 Innovative, Vibrant and Caring Community Results Team:

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Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and will form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing offers for the 2015-2016 Operating Budget and 2015-2021 Capital Investment Program Plan.

Note: For purpose of this RFR, *citizens* are defined as people who live, work or play in Bellevue.

Community Value Statements

As a community, Bellevue values:
- A diverse community where there are opportunities for all generations to live well, work, and play.
- A community that is visionary and fosters creativity.
- A community that encourages civic engagement and is welcoming, supportive, and demonstrates caring for people through actions.
- A "City in a Park."

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or pretty much staying the same.
- % of residents who agree that Bellevue fosters a diverse community in which all generations have good opportunities to live, work, and play.
- % of residents who view Bellevue as a visionary community in which creativity is fostered.
- % of residents who agree that the City promotes a community that encourages civic engagement and is welcoming and supportive and demonstrates caring for people through actions.
- % of residents who agree that Bellevue can rightly be called a "City in a Park".

Performance Indicators

- % of human services programs meeting contract performance goals
- % of program vacancies and/or # of programs with wait list
- # residents served by human services contracting agencies
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- Average frequency of park usage by Bellevue residents
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Factors

To validate the factors that contribute to IVCC for the 2015-2016 Budget One process, the RT reviewed the previous Results Team research and interviews. This research and interviews consisted of; existing city documents (e.g., Comprehensive Plan, Parks and Open Space Plan, Ped/Bike Plan, etc.) and outside sources (i.e., books, articles and web sites), A complete list of resources is included in Appendices A & B.

Citizen Involvement

Involved citizens are a critical component of an innovative, vibrant and caring community. An involved citizenry increases the potential for success of other factors. Citizen involvement can take many forms, including:

- Voting
- Organizing or participating in a neighborhood project
- Doing volunteer work with a community organization
- Participating in public meetings or workshops
- Maintaining an open dialogue with city government

Citizens who are involved in their community become well informed about issues and are more likely to be engaged in creating solutions to address those issues. Subfactors include:

- **Creating Public Interest** – Engaged community members are more likely to participate in discussions that may lead to the resolution of perceived community issues. Involved citizens are more knowledgeable about local government processes and services, and are better able to provide feedback about the importance and delivery of those services.
- **Diversified Groups** – Building capacity within community groups increases their ability to become involved and engage other stakeholders in solving community issues. A wide range of ideas and perspectives can result in creative solutions and increased citizen involvement.
- **Outreach Strategies** – Proactively involving Bellevue citizens provides an accurate view of community strengths and needs. This increases the likelihood of preventing/solving issues and enriching community life. Open and transparent communication helps to create greater public trust, facilitate collaboration and can encourage greater participation in the community.

By creating interest in community issues, maintaining open and transparent communication and engaging stakeholders, we will foster a level of civic engagement that contributes to the desired outcome.

Opportunities for Citizen Interaction

Key components of an innovative, vibrant and caring community are the ability for people to interact with each other in different settings (e.g., social, physical, and virtual), and to participate in a variety of affordable and accessible programs. Access to activities, both structured and non-structured, helps to create a balance in life, offers expanded learning opportunities and enhances overall health benefits. A sense of community is fostered through social contact. Subfactors include:

- **Events and Programs –** Public and private special events/programs including; arts and culture, recreation and sports, and social community events bring people together. These events and programs provide health benefits, foster increased understanding and interaction among participants and promote positive contact among residents in the community.
- **Public and Private Places –** Community facilities enhance the lives of residents in many ways. They contribute to overall quality of life, provide access to programs and services, as well as gathering places for people to meet and socialize.

Support Services

The availability of a range of support services to individuals and families is part of the foundation for an innovative, vibrant and caring community. Basic human needs (i.e., food, water, and shelter) must be met before people can be a part of, and contribute to, the greater community. A caring community is one with a government that attempts to ensure the basic needs of its citizens are met in various ways. Such as: by the citizens themselves, by outside organizations, through community partnerships or directly by government. Once these basic needs are met, further assistance can better enable citizens to support themselves and make meaningful contributions to their community. Subfactors include:

- **Accessible and Affordable** - The City of Bellevue is home to a diverse population with various means and abilities. All citizens should have the opportunity to receive services regardless of age, ability, socio-economic status, or cultural background.
- **Programs for Diverse Citizenry** - Programs provided for the public should not only be accessible and affordable, but should be available to a diverse population.
- **Community Partnerships -** Relationships between the City of Bellevue and the community can be crucial in providing support services. These partnerships with outside entities allow the City to achieve greater results.
- **Outreach –** The City and its many partnerships offer a variety of programs that help to meet the needs of the community such as crisis support, intervention, and prevention. Educating citizens to increase awareness of the services offered is critical to their support. Information and training lets citizens know what programs are available and how to best access them.

Built Environment

The built environment is a major determinant of the livability of a community (i.e. a viable place to live, work, and play). In order to be effective, a built environment should fit together in a complementary and

comprehensive manner and contribute to an innovative, vibrant and caring community through the following Subfactors:

- **Safe and Well Maintained –**There are four traits that make a great "Place". It must be accessible, provide activities, be sociable and comfortable. Additionally, it is described as: safe, clean, attractive, with a good image in which people take pride. A safe and well maintained "Place" encourages people to come, stay and interact.
- **Housing and Community Facility Options –** A diverse and growing population requires a wide range of affordable housing options that help meet the community's needs. Investing in community facilities empowers current and future generations to live, work, and play well (examples include streets, transit, parks, community centers, utilities, schools, libraries, and public art).
- **Planning –** Comprehensive planning is critical to anticipating and managing growth and change in ways that are integrated and visionary. Planning for an adequate amount of land in suitable locations is critical to providing the community with jobs, goods and services. Planning efforts should be aligned with the City's master planning efforts to ensure a cohesive, well designed and appealing Built Environment. Development that is well-designed, in keeping with the community's character, advances the vision of a thriving "City in a Park".

Background/Choices

Quality Neighborhoods (QN) was identified by the City Council as an important outcome distinct from the IVCC outcome. There is a significant amount of overlap between these two outcomes, and the same RT is charged with preparing each RFR and reviewing and rating the proposals for both outcomes. In order to clarify the distinction between these outcomes for proposers and reviewers; purchasing strategies that are generally carried out on a neighborhood-by-neighborhood basis (i.e., localized programs or improvements) are assigned to QN, while those items relating to a broader geographic area (i.e., multiple neighborhoods, subarea or citywide) are assigned to IVCC.

The RFR for each outcome will provide some additional guidance to proposers (in this RFR, they are noted after each purchasing strategy), though there may still be some proposals that do not fit neatly into one outcome; those will be addressed (by the RTs in cooperation with the proposers) on a case-by-case basis.

Purchasing Strategies

A set of Citywide Purchasing Strategies are listed in the Request for Results Introduction section the RFR book. Proposal writers should refer to these purchasing strategies in their proposals as they apply to programs to the Innovative, Vibrant and Caring Community outcome.

Outcome-specific purchasing strategies

While the team acknowledges it is essential for citizens' basic needs (food, water and shelter) to be met at an individual level before the rest of the factors become priorities, we have determined that an innovative, vibrant and caring community cannot exist without citizen involvement and interactions. Therefore, we have

determined that while Support Services and Built Environment are no less important as factors, an involved citizenry is critical to ensuring an IVCC.

➢ We are seeking proposals that contribute to **Citizen Involvement**, specifically proposals that:
- Provide education, empowerment and involvement by individuals and community groups to make their community more vibrant, appealing and functional. These proposals should focus on multiple neighborhood associations, groups, and volunteer organizations. Individual neighborhood initiatives are addressed in Quality Neighborhoods.
- Support programs focused on encouraging dialogue, cooperation and interaction between diverse groups of citizens.
- Clearly define strategies to be employed by the city to encourage citizen involvement in the quality, character, and feeling of security in their community.

Potential Overlap: While Citizens Involvement is an important factor in IVCC, and some proposals may ultimately reside here, proposal writers should also refer to Responsive Government. It is anticipated that most proposals designed to enhance information flow and government accessibility (e.g., Service First) would go to Responsive Government, as that is their primary objective, whereas general outreach efforts to neighborhoods might be more appropriate for IVCC or QN, depending on the nature of the proposal.

➢ We are seeking proposals that provide **Opportunities for Citizen Interaction**, specifically proposals that:
- Reduce barriers to involvement and interaction.
- Offer a variety of recreational, arts, and cultural opportunities for people to express creativity, learn new skills, and enjoy the outdoors.
- Build social bonds for people to better relate to each other promoting greater understanding and fostering acceptance between people of different backgrounds and cultures.

➢ We are seeking proposals that provide affordable access to a range of **Support Services**, specifically proposals that:
- Increase awareness of, and access to, basic services provided by the City or other organizations.
- Maintain and enhance existing cultural and recreational programs.
- Support diverse community programs and accommodate all diversity (including ages, abilities, culture, and socio-economic status) which allows for enhanced or improved access to such programs.
- Promote community involvement and partnerships with other agencies, and private and public groups in the provision of services, programs, and facilities.
- Provide information and/or training on programs similar to crisis support, intervention, and prevention.

➢ We are seeking proposals that contribute to the **Built Environment**, specifically proposals that:
- Address existing characteristics and identify opportunities for improvement.

- Accommodate future growth and development in terms of demographics, amount, location, design, environmental factors, and infrastructure through proper planning. This planning effort should follow the City's and Park's master planning effort while reflecting the culture and character of the City and its neighborhoods.
- Allow commerce to thrive while minimizing negative impacts to the community.
- Create a positive, memorable and comfortable experience for those who live in, or visit, the community by providing a "place" for people to interact that is safe and well maintained, designed to encourage gathering and interaction, reflective of both the social and physical character of the community.
- Maximize the investment in community facilities by:
  - Supporting programs, events, and facilities that serve diverse populations.
  - Providing and maintaining accessible parks, open spaces and attractive street landscapes.
  - Providing indoor and outdoor spaces for people to gather, interact, and recreate.
  - Providing options for housing, facilities, and amenities for a diverse population.
- Provide programs and services that support the communities' character and vision of a "City in a Park".

Potential Overlap of planning in Built Environment: Planning efforts which are citywide strategic and are updates to the Comprehensive Plan should go to Responsive Government, Comprehensive Plan Community Vision, subarea plan and general land use planning should come to IVCC. Transportation planning efforts would go to Improved Mobility, unless the transportation planning is part of a larger planning effort (e.g., subarea plans, Bel-Red Redevelopment, etc.). In the latter case, proposals should come to IVCC.

Potential Overlap of community facilities in Built Environment: The Quality Neighborhoods, Improved Mobility, and Healthy and Sustainable Environment purchasing strategies all address portions of the built environment, including roads, sidewalks, parks and open spaces. Proposals that address an individual neighborhood facility or amenity should be directed to the Quality Neighborhood outcome. Proposals that involve creating system linkages or improvements to serve land uses that are already planned should be directed to Improved Mobility. With regard to proposals for parks and/or open spaces, those intended to provide active recreational opportunities for citizens should be directed to IVCC, whereas those having a goal of preserving the environment, and/or allowing citizens to experience the natural environment, should be directed to Healthy and Sustainable Environment.

Appendix A: List of Primary Evidence

Citizen Involvement

"Project for Public Spaces, The Power of 10", http://www.pps.org/articles/the-power-of-10/
Seattle Foundation 2009 community report

Built Environment

HUD-DOT-EPA Partnership for Sustainable Communities – Livability Principles
http://www.epa.gov/smartgrowth/partnership/index.html#livabilityprinciples

UNITED STATES DEPARTMENT OF AGRICULTURE, Rural Development, Rural Housing and Community Programs
–
http://www.rurdev.usda.gov/rd/pubs/pa1557.htm

Multiple Factors

http://www.sustainable.org/

Appendix B: Previous RT's List of Primary Evidence

Support Services

Interview with Linda Hall, Sue Sherbrook and Cheri Kilty, YWCA (3/15/10)

Interview with Emily Leslie, Human Services Manager, City of Bellevue Parks and Community Services Department (2/25/10)

Interview with Patrick Foran, Director, Parks and Community Services, City of Bellevue (March 2010)
Interview with Cheryl Kuhn, Neighborhood Outreach Manager, City of Bellevue (2/17/10)
Interview with Dan Stroh, Planning Director, City of Bellevue (2/17/10)

"Human Needs Update 2009-2010", City of Bellevue

Most Livable Cities web site http://www.mostlivable.org

Morgan Quinto Press, State and City Ranking Publications
http://www.statestats.com or http://cqpress.com
Puget Sound Regional Competitiveness Indicators, published by Prosperity Partnership

Involved Citizens

National Civic League, Community Services Article, *"Apathetic Citizens? Not When They Can Make A Difference",* http://www.ncl.org/cs/articles/okubo2.html Sustainable Communities Network, www.sustainable.org

Opportunities for Interaction

Interview with Judd Kirk, President, Port Blakely Communities, Issaquah Highlands developer (3/10/10)

"The Rise of the Creative Class" by Richard Florida, www.creativeclass.com

The Benefits of Leisure, The Academy of Leisure Sciences
http://www.academyofleisuresciences.org/alswp7.html

Puget Sound Regional Competitiveness Indicators, published by Prosperity Partnership *Built*
Environment

Interview with Judd Kirk, President, Port Blakely Communities, Issaquah Highlands developer (3/10/10)

Interview with David Miniken, CPA, Sweeney Conrad, Bellevue Downtown Association (BDA) member (3/5/10)

Interview with Patrick Foran, Director, Parks and Community Services, City of Bellevue (March 2010)

Interview with Cheryl Kuhn, Neighborhood Outreach Manager, City of Bellevue (2/17/10)

Interview with Dan Stroh, Planning Director, City of Bellevue (2/17/10)

"*The Rise of the Creative Class*" by Richard Florida, www.creativeclass.com

Rochester Regional Community Decision Center (RRCDC) http://www.rrcdc.org/contact faqs.html

King County, Transportation Department, *"A Study of Land Use, Transportation, Air Quality and Health in King County, WA",(Executive Summary 9/27/05,)* HealthScape publication
http://docs.google.com/viewer?a=v&q=cache:JuOsFGeudb8J:www.kingcounty.gov/transportation/
HealthScape/~/media/transportation/healthscape/publications/exec summary 092705.ashx+stud
y+of+land+use+transportation+air+quality+and+health&hl=en&gl=us&pid=bl&srcid=ADGEEShpkyql
toMFGp6cZGR9Hlr9BFUf2FndY4omc1gK8gvlXvLS6e16N04C3VO8u7JRBpmxRNigGwHZz4O7Fv33u
FjIurPf5BjC77OkLg7Inct-yLyx3-fHMnwY2E4VK6TE7-
cg8L&sig=AHIEtbSN4eiBsSt0qgY2aqWqkrQbY1TVjA

NeighborWorks   Amercia,   *Summary   of   Success   Measure   Outcome   Indicators*   (2007)
http://www.nw.org/network/ps/successmeasures/documents/indicators-nonumbersshort.pdf

Somerville Community Corporation http://www.somervillecdc.org/WhatWeDo/development.html

Tasman District Council
http://www.tdc.govt.nz/index.php?Developmentwillcreatevibrantcommunityspace

National Transportation Library, Federal Gov't - Livable Communities Initiative, *Characteristics of Livable Communities* http://ntl.bts.gov/DOCS/livbro.html

United States Department of Agriculture, Rural Development, Rural Housing and Community Programs
http://www.rurdev.usda.gov/rd/pubs/pa1557.htm

United States Environmental Protection Agency, HUD-DOT-EPA Interagency Partnership for
Sustainable Communities - Livability Principles

http://www.epa.gov/smartgrowth/partnership/index.html#livabilityprinciples

Sustainable Communities Network, www.sustainable.org

All Factors

"The Price of Government" by David Osborne & Peter Hutchinson

"Ahwahnee Principles for Resource-Efficient Communities", from the Local Government
Commission, www.lgc.org/ahwahnee/principles

The Finance Project http://www.financeproject.org

SeattleFoundation*, "Healthy Community Report 2009",* http://www.seattlefoundation.org

Communities Count 2008, A Report on the Strength of King County's Communities
http://www.communitiescount.org/uploads/pdf/archives/2008%20Report/CC08%20Report-
logos%20removed.pdf

"Knight Soul of the Community 2010", Why people love where they live and why it matters.
http://www.knightfoundation.org

City of Bellevue's *"Cultural Compass: A Strategic Vision for the Arts & Culture",*
http://www.bellevuewa.gov/culturalcompass.htm

"Project for Public Spaces, The Power of 10", http://www.pps.org/articles/the-power-of-10/